



State of Utah

GARY R. HERBERT  
Governor

## DEPARTMENT OF HUMAN SERVICES

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August 25, 2009

Mark Andrews, Policy Analyst  
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W210 State Capitol Complex  
SLC UT 84114-5210

Dear Mark:

Enclosed please find a one page summary showing how we are implementing the FY2010 budget cuts at the Department of Human Services. This is an abbreviated report but I thought it would help you to see at a glance some of the current actions being taken. I am happy to set up a time to brief you individually if you would like to talk through the details or want more information.

Also included is a one page summary of the employee headcount reductions that we have made. The Department has lost more than 270 positions. I have included the detail on how many of those were through Reduction in Force, retirements, or other methods. The vast majority affected were actual people in jobs, not unfilled vacancies. If you have any questions about how this has affected services I would like to meet with you and explain.

I will be keeping you up to date on further budget cut implementation as the session approaches. Thanks again for all your dedication to the professional management of Human Services issues.

Sincerely,

A handwritten signature in cursive script that reads "Lisa Michele Church".

Lisa-Michele Church, Executive Director  
Department of Human Services

Enclosures

## Child & Family Services

## Disabilities

### **FTE Cuts**

Eliminated 66 positions, mostly by transition to private support coordinators

Strategy: freeze new entrants to services except court ordered or emergencies; eliminate certain services, such as supported employment, family support, early intervention; close four offices, collapse regions; utilization review; reduce non-Medicaid cases by 58 and reduce other service budgets; rates cut for 75 private providers in the community

Key Indicator: individuals receive services at home rather than facility, currently 65.2%

### **FY 2011**

Additional Cut Impact: We must fund legally mandated additional needs; additional provider rate cut, additional FTE cuts, and additional cuts to people in services; increased pressure on institutions due to people not being served in their homes. Loss of federal matching funds.

### **FTE Cuts**

Eliminated 27 positions, mostly through attrition and reassignment

Strategy: utilization review; keep foster care costs down by placing with kin and reducing lengths of stay; rates cut for foster parents and other private providers; caseloads and response times are increasing but still within standard

Key Indicator: children who return to foster care after reunification with family, currently 8.62%

### **FY 2011**

Additional Cut Impact: We risk running a deficit due to more children in custody with no additional funding; additional provider rate cut; adoption subsidies could be cut; change in federal CMS rules requiring rate restructuring and loss of millions in Medicaid revenue. Children could stay in state custody longer and may see foster parents dwindle as rates decrease.

## Recovery Services

### **FTE Cuts**

Eliminated 69 positions, mostly through attrition

Strategy: reorganize caseloads per worker to keep costs down; automate more functions such as answering phones and generating documents; close offices

Key Indicator: monthly child support collected that is current, currently 65%

### **FY 2011**

Additional Cut Impact: Additional FTE cuts will negatively impact collection of child support and increase the burden on taxpayers due to greater dependence on required State and Federal government supported welfare programs (i.e. Medicaid & TANF); when families do not get child support, other costs are incurred; also decreases the amount we collect and return to state coffers; loss of federal incentive money.

## Licensing

### **FTE Cuts**

Eliminated 3 positions, through retirements

Strategy: reorganized administration with fewer supervisors; caseloads increased approximately 13%; some supervisors are also taking caseloads; priority is keeping turn around times low for background screenings

Key Indicator: days to complete background checks, currently 13 days

### **FY 2011**

Additional Cut Impact: Maintain current service levels with fewer staff and continuing caseload increases; this could increase waiting time for licenses and raises health and safety concerns when facilities aren't checked as often.

## Substance Abuse & Mental Health

### **FTE Cuts**

Eliminated 7 positions, mostly through attrition; additional positions eliminated at the county level

Strategy: protect county interests-they are service delivery system; evaluate targeted substance abuse services for criminal justice purposes (i.e. Drug Court, DORA, etc.); help counties with family-facilitated mental health services

Key Indicator: client completes treatment goals and objectives, currently 57.9%

### **FY 2011**

Additional Cut Impact: We risk Maintenance of Effort failure with additional Federal Funds loss; loss of backfill for Mental Health funding that is currently serving approximately 600 individuals with mental illness; loss of backfill for Substance Abuse funding that is currently serving approximately 143 clients; loss of one-time DORA funding that is currently serving approximately 600 offenders; will cause increased pressure on emergency rooms, jails, courts, etc.; additional provider cut.

## Juvenile Justice

### **FTE Cuts**

Eliminated 59 positions through attrition and/or reassignment; terminated 28 probationary employees

Strategy: utilization review; terminate state supervision and sex offender contracts; reduce early intervention, clinical, and transition services; cut rates for private providers.

Key Indicator: Law Enforcement Officers back on duty after dropping child at receiving centers, currently 92% under 20 minutes

### **FY 2011**

Additional Cut Impact: Loss of backfill will result in closure of receiving centers, youth service programs, a female housing unit, and the Cache Diversion program (these cuts will include at least 43 FTE lost, hundreds of youth unserved); change in federal CMS rules requiring rate restructuring and loss of millions in Medicaid revenue; additional provider cut.

## Aging

### **FTE Cuts**

Eliminated 17 positions, mostly through attrition

Strategy: protect county interests-they are service delivery system; caseload increase for Adult Protective Services; shift the majority of Long-term Care Ombudsman responsibilities to the counties

Key Indicator: abused or neglected elderly clients referred to us have protective needs resolved, currently 100%

### **FY 2011**

Additional Cut Impact: Loss of backfill will result in freezing new entrants to Nursing Home Alternatives program and additional cuts to Adult Protective Services (APS) funding and County aging programs such as Meals on Wheels; additional provider rate cut.

## Fiscal Operations

### **FTE Cuts**

Eliminated 9 positions, mostly through RIF or reassignment

Strategy: decrease audit and other financial services to divisions; priority is to maintain required core fiscal functions and contract oversight/purchasing delegation

Key Indicator: percentage of key budgeting events completed on time and accurately, currently 90%

### **FY 2011**

Additional Cut Impact: Will struggle to maintain current fiscal accountability with fewer staff and increasing reporting requirements; maintain building safety standards with fewer staff; Administrative Hearings will be delayed with fewer judges; contracts will not be monitored at same level.

# **Summary of Headcount Reductions at the Department of Human Services**

**2009/2010 Budget Cycle  
8/25/09**

## **TOTAL HEADCOUNT REDUCTION - 274**

### ***Administration***

In DHS administration, including the Executive Director's Office, we reduced headcount by 29 positions. Of those jobs lost, 13 were Reductions in Force (RIFs), 4 were retirements, 7 were reassignments, 1 was termination of an appointee, 2 were terminations of temporary\* employees and 2 were unfilled vacancies. Detrimental effects were felt on financial accounting, licensing, administrative hearings, public information and ombudsmen services.

### ***Aging & Adult Services***

In the Aging division -- which is one of our smallest divisions and passes through federal funds to county offices where services are delivered -- the headcount was reduced by 17 positions. There were 2 Reductions in Force (RIFs), 5 people retired, 1 person was reassigned, 2 quit and were not replaced, and 7 were temporary\* employees that were terminated. The Aging state office was affected as were the field operations of Adult Protective Services (APS) and the regional Long Term Care Ombudsmen. (Reportedly there have been other jobs lost at the county level and data could be obtained from counties.) Reducing APS employees is causing response times to increase for workers who are carrying higher caseloads.

### ***Recovery Services***

In Recovery Services -- which is a labor intensive child support collection operation -- we reduced headcount by 69 positions. Management began aggressively holding vacancies last year and not filling them. This has a detrimental effect on collections but enables management to use attrition rather than outright layoffs to meet budget targets. Attrition thus resulted in a loss of 55 positions, mostly collection agents, and reassigning of their caseload to remaining workers. In addition, 14 people retired and were not replaced.

### ***Services for People with Disabilities***

In Disabilities -- where most of the employees manage cases for disabled people who are receiving services -- we were required to shrink the case management jobs and contract privately for those services. The headcount in this division was reduced by 66 positions and more reductions are expected. There have been 5 Reductions in Force (RIFs), 9 retirements, 1 person was reassigned, 3 were temporary\* employees who were terminated, and at least 33 people have resigned in order to avoid a Reduction in Force. Most of those employees resigning are contracting back with the state as private caseworkers. This enables us to keep clients in services. At the Developmental Center, the headcount was reduced by 15 unfilled vacancies.

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\* For this summary, "temporary" includes both temporary and probationary employees; it should be noted that probationary employees were in positions that were needed on an ongoing basis.

## ***Child & Family Services***

In Child and Family Services, caseworker turnover allowed some headcount reduction through attrition. The total headcount reduction so far has been 27 positions: there were 2 Reductions in Force (RIFs), 10 were reassigned, 10 were temporary\* employees who were terminated, 5 were people who quit and were not replaced. Most of the reductions were taken at state and regional offices to keep caseloads down for the front-line workers protecting abused and neglected children.

## ***Juvenile Justice Services***

In Juvenile Justice Services, the headcount was reduced by 59 positions. There is a high degree of turnover in the front lines, and therefore, temporary\* employees were terminated in order to reassign other long term employees to those positions. This division is responsible for delinquent youth programs, including secure care, which are labor intensive. Safety concerns require us to close entire units rather than just reduce overall staff to lower levels and risk the safety of all residents. The division reassigned 43 employees to similar or lower paid positions and held an additional 16 vacancies that were unfilled.

## ***Substance Abuse & Mental Health***

In Substance Abuse and Mental Health - another agency which passes through federal money to county providers - the headcount reduction was 7 positions. At the State Hospital, they reduced 5 positions through 2 retirements, 3 vacancies unfilled. At the state office they reduced two positions through 1 retirement and 1 vacant position being held unfilled.

## ***Summary***

In summary there was a headcount reduction at the Department of Human Services in the 2009/2010 budget cycle thus far of 274 positions. Of that total, 22 positions were RIFs and 252 positions were a combination of other factors, including retirements, terminations of temporary\* employees, reassignments, quits and unfilled vacancies. It is notable that, of the 274 positions that were lost, 182 of those positions were filled by people at the time they were eliminated and 92 positions were vacant at the time they were eliminated.

	RIF	Retire	Reassign	Temporary	Appointee	Resign	Vacancy	Total
EDO	13	4	7	2	1		2	29
DSAMH		1					1	2
USH		2					3	5
DSPD	5	9	1	3		33		51
USDC							15	15
ORS		14					55	69
DCFS	2		10	10		5		27
DAAS	2	5	1	7		2		17
JJS			15	28			16	59
Total	22	35	34	50	1	40	92	274

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\* For this summary, "temporary" includes both temporary and probationary employees; it should be noted that probationary employees were in positions that were needed on an ongoing basis.